



COUNTY OF LOS ANGELES  
DEPARTMENT OF PARKS AND RECREATION  
*"Parks Make Life Better!"*

John Wicker, Director

April 26, 2016

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

24 April 26, 2016

LORI GLASGOW  
EXECUTIVE OFFICER

**NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
ESTABLISH CAPITAL PROJECT, APPROVE PROJECT SCOPE,  
BUDGET, AND APPROPRIATION ADJUSTMENT  
APPROVE AMENDMENT TO MANAGEMENT AGREEMENT  
WITH COURSECO, INC. AND ADOPT THE YOUTH EMPLOYMENT PLAN  
CAPITAL PROJECT NO. 87329  
(SUPERVISORIAL DISTRICT 4) (4 VOTES)**

**SUBJECT**

Approval of the recommended actions will establish the proposed Norwalk Golf Course Improvements Project, Capital Project No. 87329; find that the Board has complied with the requirements of the California Environmental Quality Act and adopt by reference the Negative Declaration adopted by the City of Norwalk; establish and approve the project, scope, and budget; approve an appropriation adjustment; adopt the Youth Employment Plan; and approve and instruct the Director of the Department of Parks and Recreation to sign an amendment to the management agreement with the current operator.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Find that the recommended actions are within the scope of the Norwalk Golf Course Improvements Project Negative Declaration that was adopted on May 26, 2015 and certified by the Board under the California Environmental Quality Act.
2. Approve the proposed Norwalk Golf Course Improvements Project with a budget of \$13,277,000 and establish Capital Project No. 87329.
3. Approve the attached appropriation adjustment to appropriate \$12,454,000 for the construction of the Norwalk Golf Course Improvement Project, Capital Project No. 87329.

4. Approve and instruct the Director of the Department of Parks and Recreation, or his designee, to sign the attached Amendment No. 1 to Management Agreement No. 10379 with the operator, CourseCo, Inc., to increase the scope of work and to implement a cash advance payment plan for the Norwalk Golf Course Improvements Project.
5. Adopt the Youth Employment Plan as required by the Los Angeles County Regional Park and Open Space District Procedural Guide.

#### **PURPOSE / JUSTIFICATION OF RECOMMENDED ACTION**

Approval of the recommended actions would approve the budget for the proposed Norwalk Golf Course Improvements Project (Project), located at 13717 Shoemaker Avenue in Norwalk, to be managed by the concession operator, CourseCo Inc. (CourseCo) pursuant to Management Agreement No. 10379 (Agreement); and, find that the Board has complied with the requirements of the California Environmental Quality Act (CEQA) and adopt by reference the Negative Declaration adopted by the City of Norwalk on April 7, 2015.

#### **Project Description and Background**

The Norwalk Golf Course is a 9-hole golf course formerly operated by the City of Norwalk. On May 19, 2015, the County entered into a 30-year lease agreement with City of Norwalk to occupy, operate, and make improvements to Norwalk Golf Course with the intent to redevelop the property as a facility to provide recreational golf programs to the region. The City of Norwalk agreed to lease the golf course and Property to the County at no cost for a term of thirty years in consideration for the County's improvements and operation of the golf course. The lease with the City of Norwalk also provides for two additional 10-year options to be exercised at the Board's sole discretion to extend the lease for a maximum additional 20 years.

On January 4, 2016, Norwalk Golf Course was closed to the public in preparation for the proposed Project. CourseCo has been maintaining the site and contracting work to prepare the golf course for the construction of concession improvements. Pursuant to the management agreement, CourseCo shall to solicit a construction contract and manage all construction activities, in accordance with County laws and regulations.

The proposed Project was initially conceived as a refurbishment of the existing facility. After extensive review by the consultant team, it was determined that a refurbishment was not a feasible strategy to achieve the programming objectives at the facility. The scope of the proposed Project involves substantial improvements, including installation of a new driving range with a two-story deck; construction of a new clubhouse and equipment building; a new parking lot; new lighting throughout the site; a new driving range with protective netting on top and all sides; protective perimeter and parking lot fencing; reconfiguration and reconstruction of the existing golf course, pitching green and practice green areas; removal of an existing drainage channel; and improvements to the street frontage. The attached Amendment No. 1 (Amendment) to the current management agreement with CourseCo is necessary to expand the scope of work and to incorporate a cash advance plan for the construction contract, which is necessary for cash flow commitments.

### **Implementation of Strategic Plan Goals**

The recommendations support the Board-approved County Strategic Plan Goals of Operational Effectiveness/Fiscal Sustainability (Goal 1) by enhancing recreational and health-promoting opportunities that benefit County residents.

### **Green Building/Sustainable Design**

The proposed Project will support the Board's Sustainable Design Program by enhancing the sustainability of the site and maximizing the re-use of sustainable and local resources.

### **FISCAL IMPACT/FINANCING**

The Project's total proposed budget is \$13,277,000, including construction, consultant fees for architecture and engineering, permits and fees, Civic Art, and a contingency fund. The proposed Project Schedule and Budget Summary are included in Attachment I.

On May 19, 2015, the Los Angeles County Regional Park and Open Space District (RPOSD), following the Board's approval, awarded \$3,500,000 in Cities Excess Funds available to the Fourth Supervisorial District, pursuant to the Los Angeles County Safe Neighborhood Parks Proposition of 1996 (1996 Proposition), to the Department of Parks and Recreation (Department), for the Norwalk Golf Course. Of this \$3,500,000, the Department committed \$823,000 in its Golf Course Special Fund (CA2) for pre-construction cost activities for the Project, which include, but are not limited to, consultant services to provide design, architecture, engineering and construction documents; services from the Departments of Public Works and Regional Planning for site plan review and plan check; and other services such as tree trimming and removal and procurement of sod. The remaining \$2,677,000 was allocated for the construction of the Project. On April 12, 2016, RPOSD, following the Board's approval, awarded an additional \$9,777,000 in Specified Excess Funds, available to the Fourth Supervisorial District, pursuant to the 1996 Proposition, to the Department. In addition to the \$2,677,000 mentioned above, the \$9,777,000 will be utilized for the construction of the Project for a total additional funding of \$12,454,000. Approval of the attached appropriation adjustment (Attachment III) will appropriate \$12,454,000 in Capital Project No. 87329.

Upon the Board's approval of the Amendment, payments to CourseCo will be made from Capital Project (CP) No. 87329 on an advance basis and in an amount required to maintain the project schedule. Under the terms of the Amendment, an initial advance payment of up to 25 percent of the base construction cost will be issued to CourseCo upon approval of the construction contract. This payment is necessary for the start-up cash flow commitments of a large construction project. Thereafter, progress advance payments will be made based on percentage of project completion. The final 10 percent of the construction cost will be paid to CourseCo upon project completion and acceptance by the Department.

### **Operating Budget Impact**

The Department anticipates one-time start-up cost of \$525,000 and ongoing operating cost of \$255,000 for the Norwalk Golf Course. Sufficient funding is available in the Department's Fiscal Year (FY) 2015-16 Operating Budget for the one-time start-up costs, which includes management fees for CourseCo, utilities, equipment, machinery and various services and supplies. The ongoing operating cost of \$255,000, as mentioned above, is the net result of the ongoing cost of \$540,000 for an Assistant Golf Director position, management fees for CourseCo, utilities and various services and supplies, offset by \$285,000 of estimated ongoing revenues. The Department has requested \$255,000 in its Fiscal Year 2016-17 New Facilities Request for the ongoing operating cost, and will work with the Chief Executive Office to determine the appropriate level of funding.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Department entered into Management Agreement No. 10379 with CourseCo on December 1, 2015 for the management, operation, and maintenance of the concession and related services at Norwalk Golf Course pursuant to Government Code Section 25907. The proposed Amendment No. 1 to the management agreement will provide for services related to the construction of the proposed capital improvements and the concession to be managed by CourseCo.

As required by the management agreement, CourseCo shall enforce bonding requirements for all contracted work. The requirements establish that the general contractor awarded the Project provide a performance bond in an amount of not less than 100 percent of the construction contract. The performance bond shall be maintained in full force and effect until the work for the Project have been accepted by the Director of the Department.

Amendment No. 1 also includes, as Attachment 2, a Contractor Cash Flow Advance Plan that sets forth provisions to distribute, monitor and recover payments to CourseCo pursuant to the County Fiscal Manual.

CourseCo, as operator, has executed the attached Amendment. County Counsel has approved Amendment No. 1 as to form.

In accordance with the Board's Civic Art Policy adopted December 7, 2004, and last revised on August 11, 2015, the proposed Project budget includes one percent of design and construction costs for Civic Art to be implemented at the site.

On June 26, 1997, RPOSD adopted a Youth Employment Policy for projects funded by the Los Angeles County Safe Neighborhood Parks Propositions of 1992 and 1996 (Proposition A). RPOSD requires that a Youth Employment Plan (YEP) for each Proposition A funded project be adopted by the governing body of the grantee at a duly noticed public meeting. Approval of the YEP (Attachment II) for the proposed Project will comply with RPOSD's policy.

## **ENVIRONMENTAL DOCUMENTATION**

On May 26, 2015, the Board certified the Norwalk Golf Course Improvements Project Negative Declaration prepared by the City of Norwalk. The recommended actions are within the scope of the Project considered in the approved Negative Declaration.

### **CONTRACTING PROCESS**

Under the terms of Amendment No. 1, CourseCo will provide necessary services required for the successful completion of the Project, including obtaining all required permits, inspections and approvals, soliciting a minimum of three bids, contracting for the actual construction of the proposed Project, enforcing contract requirements related to licensing and bonding, completion of as-built drawings, and proper close-out of the contract. All contractors providing labor for the Project will be required to pay not less than the specified general prevailing wage rates as established by the state of California. In addition, Amendment No. 1 provides that the Department must approve the plans and specifications for the proposed Project and the Department's Golf Operations Section will oversee its construction and approve all payment applications submitted by CourseCo.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The golf course was closed to the public as of January 4, 2016. It will remain closed until the Project is accepted as complete and the facility is ready to open to the public.

### **CONCLUSION**

Upon approval by the Board, please instruct the Executive Office Clerk of the Board, to forward one adopted copy to the Chief Executive Office, Capital Projects Division, and one adopted copy to the Department of Parks and Recreation.

Respectfully submitted,



JOHN WICKER  
Director

JW:RM:MR  
KH:JB:ck

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

**DEPARTMENT OF PARKS AND RECREATION:  
NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
CAPITAL PROJECT NO. 87329  
(SUPERVISORIAL DISTRICT 4) (4 VOTES)**

**I. PROJECT SCHEDULE**

<b>Project Activity</b>	<b>Scheduled Completion</b>
Board Approval	04/26/2016
Jurisdictional Approvals	05/02/2016
Start Construction	05/18/2016
Substantial Completion	11/21/2016
Project Acceptance	12/22/2016

## II. PROJECT BUDGET SUMMARY

Project Activity	Proposed Budget
Land Acquisition	\$ 0
Construction	
Purchase Order Contract	0
Construction Contract	\$10,707,000
Contingency/Change Orders	\$1,607,000
Departmental Crafts Parks Department Trails	0
Youth Employment	5,000
Construction Consultants	0
Telecomm Equip – Affixed to Building	0
Civic Arts	<u>\$123,000</u>
<b>Subtotal</b>	<b>\$ 12,442,000</b>
Programming/Development	0
Plans and Specifications	0
Consultant Services	
Architecture & Engineering Services	\$570,000
DPW Engineering Services	0
Geotech/Soils Report and Soils Testing	0
Material Testing	0
Cost Estimating	0
Topographic Surveys	0
Construction Management	0
Construction Administration / Gordian	0
Environmental	0
Utilities/Change Order	0
Other Expenditure:	<u>0</u>
<b>Subtotal</b>	<b>\$570,000</b>
Miscellaneous Expenditures – Furniture	0
Jurisdictional Review/Plan Check/Permit	<b>\$55,000</b>
County Services	
Code Compliance Inspection	\$210,000
Quality Control Inspection	0
Design Review	0
Contract Administration	0
Gordian Group	0
Project Management Support Services	0
ISD Job Order Contract Management	0
DPW Job Order Contract Management	0
ISD Communications/Data	0
Project Security	0
Project Technical Support	0
Office of Contract Compliance	<u>0</u>
<b>Subtotal</b>	<b>\$210,000</b>
<b>TOTAL</b>	<b>\$13,277,000</b>



**DEPARTMENT OF PARKS AND RECREATION:  
NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
CAPITAL PROJECT NO. 87329  
(SUPERVISORIAL DISTRICT 4) (4 VOTES)**

**YOUTH EMPLOYMENT PLAN**

**BACKGROUND (Scope of Work)**

The project is located at 13717 Shoemaker Avenue in Norwalk. The proposed project involves substantial improvements including installation of a new driving range with a two-story deck; construction of a new clubhouse and equipment building; a new parking lot; new lighting throughout the site; a new driving range with protective netting on top and all sides; protective perimeter and parking lot fencing; reconfiguration and reconstruction of the existing golf course, pitching green and practice green areas; removal of an existing drainage channel; and, improvements to the street frontage.

**Tasks that may be performed by At-Risk Youth**

Youth will perform landscaping tasks such as spreading mulch and general clean-up duties across the site.

**Estimated Cost of Youth Employment**

It is estimated that the Department will expend a minimum of \$5,000 in youth employment on this project.

**Method of Youth Employment**

The Department shall employ youth through a local youth conservation corps. Through these programs, at-risk youth from ages 18 to 24 years old are given the opportunity to gain valuable work experience performing landscaping, clean-up and maintenance services.

**Youth Employment Goal:**

Under the provisions of the Los Angeles County Regional Park and Open Space District's policy on employment of youth, the Youth Employment Minimum Obligation for the County of Los Angeles of \$15,739,750 has been met. However, the Department actively pursues employment opportunities for at-risk youth on all projects where feasible.

**DEPARTMENT OF PARKS AND RECREATION:  
NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
CAPITAL PROJECT NO. 87329  
(SUPERVISORIAL DISTRICT 4) (4 VOTES)**

**APPROPRIATION ADJUSTMENT**

**(SEE ATTACHED)**

**AMENDMENT NO. 1 TO MANAGEMENT AGREEMENT NO. 10379 FOR THE  
MANAGEMENT, OPERATION AND MAINTENANCE OF THE NORWALK GOLF COURSE**

This Amendment to Management Agreement, made and entered into this \_\_\_\_\_ day  
of \_\_\_\_\_, 2016,

BY AND BETWEEN THE

**COUNTY OF LOS ANGELES**, a body  
corporate and politic, hereinafter referred to  
as "County",

AND

**COURSECO, INC.**,  
a California, for-profit corporation,  
hereinafter referred to as the "Operator",

**W I T N E S S E T H:**

**WHEREAS**, the parties hereto have entered into Management Agreement  
Number 10379 ("Agreement") on December 1, 2015 for the management, operation  
and maintenance of the concession and its related services at Norwalk Golf Course,  
pursuant to Government Code Section 25907; and

**WHEREAS**, the County has allocated certain capital projects funding  
pursuant to the Los Angeles County Safe Neighborhood Parks Proposition of 1996  
("Prop A") improvements to the existing golf course; and

**WHEREAS**, the Agreement, Section 8. *infra*, provides for the proper  
implementation by the Operator of construction projects on the demised premises;  
and

**WHEREAS**, the County has prepared, and the Director of the County's  
Department of Parks and Recreation ("Director" or his authorized representative)  
concurs with the Norwalk Golf Course Improvements Project ("Project") scope of work,  
plans and specifications as set forth in the attached Exhibit J-1 which by this reference  
is incorporated herein; and

**WHEREAS**, the County and Operator desire to amend the Lease to expand  
the Project Scope of Work; and

**WHEREAS**, the County and Operator desire to enter into this Management  
Amendment Number 1 to the Agreement;

**NOW, THEREFORE**, the parties hereto agree as follows:

## **1.0 CAPITAL IMPROVEMENTS**

Section 8.0 of the Agreement entitled, Capital Improvements, is deleted in its entirety and replaced with the following:

### **“8.0 CAPITAL IMPROVEMENTS**

The County agrees to provide for the funding of the Project, at a not to exceed cost of \$13,277,000. The Operator shall adhere to the following timeline for the construction project:

- Upon commencement of the Management Agreement, the County will make its best effort to forward to the selected Operator, clubhouse and golf course renovation construction documents.
- Within 21 days of receipt of construction documents, Operator shall solicit bids and conduct a bid walk.
- Within 30 days of bid walk, Operator shall select a contractor and execute a construction contract.
- Within 10 days of construction contract execution, construction shall commence.

8.1 The Operator shall be required to manage all construction activities during golf course closure “Construction Period”. In addition, perform all required daily ground and general maintenance. Prepare for normal golf course operations including but not limited to: the grand opening, equipment purchases and development of golf programs.

8.2 Upon commencement of construction, Operator will be required to be on site between the hours of 8:00 a.m. and 5:00 p.m. Monday thru Friday.

### **8.3 Golf Course Improvement Fund (GCIF)**

The County shall deposit into the Norwalk Golf Course, Golf Course Improvement Fund (GCIF) an amount equal to one-hundred percent (100%) of that portion of GCIF receipts for the previous month attributed to green fees. Said fees are not to be reported as a gross receipt and therefore shall not be accrued as a calculation for purposes of the “Annual Net Operating Income”. (Annual Operating Incentive Fee, Section 7.4).

8.4 Upon final approval by the Director of the plans, specifications and construction contract, the Director will authorize the issuance of the initial payment to the Operator in the amount not to exceed twenty-five

percent (25%) of the base construction cost. Thereafter, the Director will authorize progress payments ("Advance") based on percentage of Project completion. The final ten percent of the Project construction cost will be paid to Operator upon project completion and acceptance by the Director.

- 8.5 Prior to issuing the first and succeeding Advance payments, the Department will reconcile the Advances with Operator's actual payments to the construction contractor using copies of actual cancelled checks issued by Operator to the construction contractor.
- 8.6 In the event that the costs of the completed Project are less than \$13,277,000 any unexpended funds shall adhere to the Prop A requirements for unexpended grant funds.
- 8.7 The Project shall be conducted in full accordance with the Golf Manual, Section B of this Agreement except for Chapter 2, Paragraph E, Advance Payment to Golf Course Management, Subsection 1(a).
- 8.8 The Contractor Cash Flow Advance Plan (Attachment 2), is hereby incorporated by reference, and shall be in effect at all times during this project.

## **2.0**

### **PROJECT SCHEDULE AND BUDGET SUMMARY**

The Project Schedule and Budget Summary are included in Attachment 1 of this Amendment.

## **3.0 EXHIBITS**

Exhibit J is deleted in its entirety and replaced with Exhibit J-1 attached hereto. All references to Exhibit J in the Agreement shall be considered references to Exhibit J-1.

## **4.0. PRIORITY OF MANAGEMENT AGREEMENT AMENDMENTS**

In the event of any conflict or inconsistency in the definition or interpretation of this Amendment No. 1 to the Agreement, such conflict or inconsistency shall be resolve by giving precedence to Amendment No. 1 of the Agreement and then to the Agreement.

**5.0. EFFECTIVE DATE**

The effective date of this Amendment Number 1 to the Agreement shall be as identified hereinabove.

**IN WITNESS WHEREOF**, Operator has executed this Agreement Amendment, or caused it to be duly executed, and the County of Los Angeles, by order of its Board of Supervisors, has caused this Agreement Amendment to be executed on its behalf by the Director of the Department of Parks and Recreation, or his designee, the month, the day and year first above written.

**OPERATOR**

By \_\_\_\_\_



Thomas B. Isaak  
President and Chief Executive Officer

**COUNTY OF LOS ANGELES**

By \_\_\_\_\_

John Wicker, Director  
Department of Parks and Recreation

**APPROVED AS TO FORM:**

MARY C. WICKHAM

County Counsel

By \_\_\_\_\_



Christina A. Salseda  
Principal Deputy County Counsel

**DEPARTMENT OF PARKS AND RECREATION:  
NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
CAPITAL PROJECT NO. 87329  
(SUPERVISORIAL DISTRICT 4) (4 VOTES)**

**I. PROJECT SCHEDULE**

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Material Testing	0
Cost Estimating	0
Topographic Surveys	0
Construction Management	0
Construction Administration / Gordian	0
Environmental	0
Utilities/Change Order	0
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Design Review	0
Contract Administration	0
Gordian Group	0
Project Management Support Services	0
ISD Job Order Contract Management	0
DPW Job Order Contract Management	0
ISD Communications/Data	0
Project Security	0
Project Technical Support	0
Office of Contract Compliance	<u>0</u>
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**COUNTY OF LOS ANGELES  
DEPARTMENT OF PARKS AND RECREATION  
NORWALK GOLF COURSE IMPROVEMENTS PROJECT  
CAPITAL PROJECT NO. 87329  
  
CONTRACTOR CASH FLOW ADVANCE PLAN**

On May 19, 2015, the County entered into a 30-year lease agreement with City of Norwalk to occupy, operate, and make improvements to the Norwalk Golf Course with the intent to redevelop the property as a facility to provide recreational golf programs to the region. The Lease provides for two additional ten (10) year options to be exercised at the Board's sole discretion to extend the Lease for a maximum additional twenty years.

The Norwalk Golf Course, its buildings, grounds and equipment, is currently operated, managed, and maintained by CourseCo, Inc. (CourseCo) under a five-year management agreement with the County. The Management Agreement requires CourseCo to solicit a construction contract and manage all construction activities, in accordance with County laws and regulations. The Department of Parks and Recreation ("Department") holds a \$25,000 security deposit from CourseCo for the Norwalk Golf Course. CourseCo will solicit a minimum of three bids, enter into a construction contract upon the Department's approval of the selected construction contractor, manage the construction project and make payments to construction contractor.

The Project's total budget is \$13,277,000, of which \$12,442,000 is for construction costs and a contingency fund. Payments to CourseCo will be made from Capital Project No. 87329 on an advance basis and at an amount needed to maintain the project schedule.

Pursuant to Section 1.1.5 of the County Fiscal Manual (CFM), the plan on how the Department will distribute, monitor and recover the cash advances is described below:

Distribute

The total amount that will be paid to CourseCo for the Project will not exceed the Board-approved amount of \$12,442,000 for the construction cost and contingency fund.

Contractor Cash Flow Advance Plan  
Norwalk Golf Course Improvements Project Capital Project No. 87329  
Page 1

An initial advance payment not to exceed twenty-five percent of the base construction cost will be issued to CourseCo, Inc. upon approval by the Department of the construction contract. This payment is necessary for the start-up cash flow commitments of a large construction project. Thereafter, progress advance payments will be made based on percentage of Project completion. The final ten percent of the construction cost will be paid to CourseCo upon Project completion and acceptance by the Department.

Monitor

Cash advance payments to CourseCo, as described above, will require the County's periodic review of project status and approval of deliverables, as follows:

Initial Advance Payment – construction contract

Progress Advance Payments – based on percentage of Project completion

Final ten percent – Project completion and acceptance by the Department

In addition, prior to issuing the second and succeeding advance payments to CourseCo, the Department, will reconcile the prior advances with CourseCo's actual payments to the construction contractor using copies of actual cancelled checks issued by CourseCo to the construction contractor. This will ensure that the advances made to CourseCo are only in an amount required to maintain the project schedule. The Department will recover from CourseCo any excess advances before the end of the construction period.

Recover

If necessary, cash advance payments will be recovered from CourseCo using the performance bond that CourseCo is required to provide during the construction period, payable to the County, and in an amount equal to 100 percent of the construction contract. This security measure is required to be in full force and effect during the construction period. In addition, the \$25,000 security deposit currently held by the Department may also be used as a security measure to recover advances, if necessary.

Other CFM Contractor Cash Flow Advance Guidelines – Not considered

1. The following three steps/requirements to be applied before making advances, which are listed in the CFM, were not considered:
  - Review the agency's independent audit report and single audit (if available) for going concern qualifications and other issues.
  - Review the financial status by evaluating the agency's net worth, operating income, available cash, and current assets compared to current liabilities.

- Require the agency to submit a business plan demonstrating how the agency will repay the advances.

In lieu of these steps that were not considered, the Department utilized the following two of the five requirements: evaluating the agency's prior contracting history with other public agencies and requiring the agency to provide a security for the advance, which is a performance bond.

2. The following guidelines for cash advances to pass-through agencies making payments on behalf of the County will not be required from CourseCo:

- Require funds be deposited in a separate, interest-bearing account.
- Review agency bank statement on a monthly/quarterly basis to ensure amounts on hand appear appropriate and are not excessive.
- Recover funds by offsetting advance amounts against routine payments to the agencies, but no later than the end of the contract period.

In-lieu of these guidelines and as mentioned above under the heading Monitor, the Department will reconcile on a regular basis the advances with CourseCo's actual payments to the construction contractor.

**Norwalk Golf Course**  
Design Program - Amended

**Existing Facility**

- Demolition and removal of existing clubhouse, maintenance building, parking lot, driving range, electrical lighting systems, irrigation system, landscaping, tees, putting greens, water feature, sand bunkers, driveway, apron, curb, gutter, trash enclosure, drainage channel and fencing.

**Driving Range**

- Relocate Driving Range to the northern most part of property.
- Construct 30 station driving range tee-line with double deck and several target greens.
- Construct two (2) dispensing machine protective housings units.
- Construct 85 feet high protective fences on the sides and back of the driving range and install ceiling netting.
- Install new range lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Install new irrigation system with booster pump, central computer, satellite controllers and weather station.
- Construct access gate for maintenance equipment.

**Golf Course**

- Construct nine (9) new tee complexes.
- Install new range lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Install new irrigation system with booster pump, central computer, satellite controllers and weather station.
- Construct four (4) new sand bunkers with drainage.
- Construct nine (9) new greens complexes with new drainage.
- Install new golf course lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Installation of new trees for safety.
- Install maintenance yard access road on the inside of the northern property line (Parallel and adjacent to driving range).
- Install shrubs for landscaping.

**Practice Putting Green**

- Construct 5,000 sf practice putting green using the California Spec system.
- Install new range lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Install new irrigation system with booster pump, central computer, satellite controllers and weather station.

### **Practice Pitching Green**

- Construct 2,500 sf practice pitching green.
- Construct sand bunker with drainage.
- Install new range lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Install new irrigation system with booster pump, central computer, satellite controllers and weather station.

### **Service Yard**

- Construction of new maintenance building with manager office (master controller is located here).
- Installation of 3 material bins to comply with SWPPP program.
- Construct 1,000 sq. ft. nursery green.
- Installation of new security lighting system.

### **Clubhouse**

- Construction of new clubhouse with ADA restrooms.
- Construction of new Community room with computer stations, ADA restrooms and storage for tables and chairs.
- Construction of two manager's offices.
- Installation of storage areas for merchandise, equipment and club storage.
- Construction of food service area with seating for twelve (12).
- Construction of a covered patio, with picnic bench seating.
- Install new HVAC equipment.
- Install new electrical switchgear and service entrance equipment.
- Install new energy efficient lighting indoor and outdoor.
- Install emergency lighting.
- Install shrubs for landscaping.

### **Parking Lot/Street Improvements**

- Construction of driveway, apron, curb ramp, drain, sidewalk and curbs.
- Construction of new parking lot–ADA compliant. Number of parking spaces per code.
- Install new parking lot lighting system. Minimize neighborhood ambient light to the greatest extent possible.
- Install shrubs for landscaping.

The Department reserves the right to make changes as necessary, including, without limitation, deletions or additions to this Exhibit J-1.

PINK

BA FORM 03/13

BOARD OF  
SUPERVISORS  
OFFICIAL COPY

COUNTY OF LOS ANGELES

**REQUEST FOR APPROPRIATION ADJUSTMENT**

**DEPARTMENT OF PARKS AND RECREATION**

DEPT'S.  
NO. 600

April 26, 2016

**AUDITOR-CONTROLLER:**

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

**ADJUSTMENT REQUESTED AND REASONS THEREFOR**

**FY 2015-16**

**4 - VOTES**

**SOURCES**

BA DETAIL - SEE ATTACHMENT PAGE 1

**USES**

BA DETAIL - SEE ATTACHMENT PAGE 1

**SOURCES TOTAL: \$ 15,131,000**

**USES TOTAL: \$ 15,131,000**

**JUSTIFICATION**

The appropriation adjustment is necessary to fully fund the Norwalk Golf Course Improvements Project, Capital Project No. 87329.

**ADOPTED**  
BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

*Malou Rubio*  
AUTHORIZED SIGNATURE MALOU RUBIO, DEPT. FINANCE MANAGER II

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

**# 24**

**APR 26 2016**

*Lori Glasgow*  
LORI GLASGOW  
EXECUTIVE OFFICER

REFERRED TO THE CHIEF  
EXECUTIVE OFFICER FOR --

☐ ACTION

☒ RECOMMENDATION

AUDITOR-CONTROLLER

BY

*Lanham*  
*April 12 20 16*

B.A. NO. 177

☒ APPROVED AS REQUESTED

☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

BY

*Chia-Ann Yen*  
*April 18 20 16*

COUNTY OF LOS ANGELES  
REQUEST FOR APPROPRIATION ADJUSTMENT  
DEPARTMENT OF PARKS AND RECREATION  
F.Y. 2015-16  
4-VOTES

**SOURCES**

PARKS AND RECREATION - GOLF COURSE FUND  
CA2-PK-2000-40535  
SERVICES AND SUPPLIES \$ 2,677,000  
DECREASE APPROPRIATION

PARKS AND RECREATION  
NORWALK GOLF COURSE IMPROVEMENTS  
A01-CP-96-9911-65043-87329  
OPERATING TRANSFERS IN \$ 2,677,000  
INCREASE REVENUE

PARKS AND RECREATION  
NORWALK GOLF COURSE IMPROVEMENTS  
A01-CP-91-R400-65043-87329  
REV: REG PARK AND OPEN SPACE DT/CP \$ 9,777,000  
INCREASE REVENUE

**TOTAL \$ 15,131,000**

**USES**

PARKS AND RECREATION - GOLF COURSE FUND  
CA2-PK-6100-40535  
OTHER FINANCING USES \$ 2,677,000  
INCREASE APPROPRIATION

PARKS AND RECREATION  
NORWALK GOLF COURSE IMPROVEMENTS  
A01-CP-6014-65043-87329  
CAPITAL ASSETS - BUILDINGS & IMPROVEMENTS \$ 12,454,000  
INCREASE APPROPRIATION

**TOTAL \$ 15,131,000**

**JUSTIFICATION:**

THE APPROPRIATION ADJUSTMENT IS NECESSARY TO FULLY FUND THE NORWALK GOLF COURSE IMPROVEMENTS PROJECT, CAPITAL PROJECT NO. 87329.

**ADOPTED**  
BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

**# 24**

**APR 26 2016**

*Lori Glasgow*  
LORI GLASGOW  
EXECUTIVE OFFICER

BA#177

*Landon 4/12/16*